Ontario

THE ONTARIO COUNCIL OF REGENTS FOR
COLLEGES OF APPLIED ARTS AND TECHNOLOGY

ANNUAL REPORT

SEPTEMBER 1, 1987 TO AUGUST 31, 1988

"IN TRANSITION..."

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«EN TRANSITION»

Ontario

Ontario Council of Regents
for Colleges of
Applied Arts and Technology

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LETTER OF TRANSMITTAL

August 31, 1988

The Honourable Lyn McLeod
Minister of Colleges and Universities
13th Floor
101 Bloor Street West
Toronto, Ontario
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Dear Minister:

I am pleased to submit to you, on behalf of the Ontario Council of Regents for Colleges of Applied Arts and Technology, ***"IN TRANSITION . . ."***, the annual report of the Council of Regents for the period September 1, 1987 to August 31, 1988.

The past year has proven to be rewarding and challenging for the Council. As the report indicates, it has been a year of both transition and innovation.

The Council of Regents would like to thank you for your ongoing leadership and support. We look forward to your comments on our annual report.

Sincerely,

Charles E. Pascal
Chair

THE ONTARIO COUNCIL OF REGENTS FOR

COLLEGES OF APPLIED ARTS AND TECHNOLOGY

The Ontario Council of Regents for Colleges of Applied Arts and Technology is a provincial agency established under the Ministry of Colleges and Universities Act. The Council is responsible and accountable to the Minister of Colleges and Universities.

The Council's primary role is to provide informed policy advice, for consideration by the Minister of Colleges and Universities, that will promote and encourage the well-being and effectiveness of Ontario's system of colleges of applied arts and technology.

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I. INTRODUCTION

It is safe to say that the Ontario Council of Regents has undergone a period of transition in the past several years; hence, the title of this annual report for the academic year 1987/88.

Historically, the Council had responsibilities in the areas of program approval, collective bargaining, appointing members to the twenty-two local college of applied arts and technology boards, and other activities that might be deemed operational/executive authority functions.

In December 1985, the then Minister of Colleges and Universities, Gregory Sorbara, commissioned Walter Pitman to evaluate various issues subsumed under the general title "governance". The Pitman report of June 1986 noted that the Ontario college system, led by the Minister of Colleges and Universities and her/his Ministry, with local leadership provided by the twenty-two college boards, required more medium- and long-range policy research and planning. In his report, Pitman concluded that the Council of Regents should accordingly be replaced or revamped. Although the exact form that Pitman recommended was not adopted, the intent of his recommendations was acted upon by Mr. Sorbara in recommending that the Council's new role emphasize medium- and long-range planning.

Mr. Sorbara also commissioned Dr. Jeffrey Gandz to review the system of collective bargaining, including the Council's role as the system-wide bargaining agent. As the reader will note in section V of this report, Council believes that its new policy-planning role is inconsistent with its role as management agent in collective bargaining, in view of the Council's wish to pursue its planning function in a co-operative, collaborative fashion with all the stakeholders and their leaders in and around the college system.

In April 1987, it became obvious to the present Minister of Colleges and Universities, Lyn McLeod, that in the area of program planning the Council should be concerned with more medium-range and "macro" programming issues than the approval of specific programs. Accordingly, the program-approval process shifted to the Ministry of Colleges and Universities, whose personnel had actively supported the Council's role.

This annual report will emphasize some new approaches to the Council's work. There is a renewed emphasis on partnership, not only with the stakeholders within the system, but with other important groups as well, such as the universities and their representative groups, including the Ontario Council on University Affairs.

This annual report covers the period September 1, 1987 to August 31, 1988, commonly known as the "academic year". This departure from the fiscal-year and calendar-year time frames coincides with the appointment of the current chair of the Council of Regents. It is also felt that the academic year coincides with the objectives and cycle of the Council's activities in a more integrated fashion than do the other time frames.

We would be remiss if we did not acknowledge the outstanding leadership of Ms. Laura Barr, acting chair of the Council from August 1986 to August 1987. Her leadership during this part of the transition period was crucial in building new relationships and

establishing the groundwork for many of the initiatives noted in this report. The excellent support of our Council of Regents staff, in particular Ms. Terry Pitre and Ms. Michele Nugent, was also essential during the transition from Ms. Barr's leadership to that of the current chair of the Council.

II. COUNCIL MEMBERSHIP

The Council's new role in medium- and long-range planning requires a breadth and depth in its membership. Its membership must reflect the skills and demographic characteristics of the province.

The Council is very grateful to the Premier of Ontario for recent appointments that reflect an understanding of its new role.

At present, Council consists of a chair and sixteen members. The members are appointed by order in council and provide a balanced representation of region, gender, language, occupation, and cultural background. The Council's work is assisted by a permanent secretariat and research staff, which is supplemented by secondments from the college system.

CHARLES E. PASCAL, CHAIR **September 1987 to December 1990**

Before joining the Council, Charles Pascal spent six years as president of Sir Sandford Fleming College of Applied Arts and Technology in Peterborough/Lindsay. Previously, Dr. Pascal held academic positions at McGill University and the Ontario Institute for Studies in Education. He holds a Ph.D., M.A., and B.A. in psychology, all from the University of Michigan. He has been on the boards of Trent University, the University of Toronto, and many community agencies in Montreal, Peterborough, and Toronto.

Dr. Pascal is interested in the design of instructional methods, organizational development, evaluation, and international education. He has delivered over one thousand workshops, seminars, and lectures for educators and the business community, and he has written and published extensively. Dr. Pascal lives in Toronto.

LAURA BARR **January 1983 to December 1988**

Laura Barr was born in Japan and educated in Ontario. Her career has encompassed a variety of nursing and administrative positions, including those of executive director of the Registered Nurses' Association of Ontario and assistant executive director, patient services, at Sunnybrook Medical Centre, Toronto. She has served on many boards and committees in the fields of health and education. She has been honoured by the establishment of the Laura Barr Lecture Series by the Registered Nurses' Association of Ontario and has an honourary life membership with that association as well as with the Canadian Society of Association Executives. Ms. Barr is a recipient of the Queen's Silver Jubilee Medal. She is completing her sixth year on the Council and has served as vice-chair for two years.

ROBERT BÉLANGER **January 1987 to December 1989**

Robert Bélanger was in the federal public service from 1952 to 1978. His career positions included budget analyst with the Treasury Board, financial advisor to the

Canadian delegation to NATO in Paris, executive assistant to the first president of the Treasury Board, and member of the personal staff of Prime Minister Lester B. Pearson. During the following ten years he filled a variety of senior positions in the fields of economic and social development. He is currently the director general of a sports-governing body. He has been involved in many community activities, including serving as a trustee with the Ottawa Board of Education for ten years. Mr. Bélanger resides in Ottawa.

PETER DAWSON **January 1988 to December 1990**

Peter Dawson, executive advisor to The Dawson Group Inc., has had a thirty-two-year business management career that includes personnel and employee relations with a major multinational consumer products company, Procter & Gamble Inc. In addition, he lectured part-time on management development for ten years at Mohawk College of Applied Arts and Technology in Hamilton. Mr. Dawson has been actively involved in municipal government, the Ontario Manpower Commission, the International Business Council of Canada, the Canadian Chamber of Commerce, and many other community organizations including the Mohawk College Board of Governors, of which he was chair. Mr. Dawson is a resident of Stoney Creek.

JACQUELINE FRASER **May 1987 to December 1989**

Jacqueline Fraser, who holds an M.Ed. and a B.A. from the University of Ottawa and a specialist degree in physical education, is a school teacher with experience at the elementary, secondary, and university levels. She is involved in a wide range of community and sports activities, one of which is coaching interscholastic competitive teams for the past twenty-eight years. She was a member and chair of the St. Lawrence College Saint-Laurent Board of Governors and president of the regional School Athletics Association. Ms. Fraser resides in Alexandria.

LOUISE GAUTHIER **February 1987 to December 1989**

Louise Gauthier, a resident of Timmins, is a practising lawyer. Her extensive service to her community has included being a member and vice-chair of the Northern College Board of Governors; sitting on the boards of directors of the Victorian Order of Nurses, the Kapuskasing and District Association for the Mentally Retarded, and the Humane Society; and being a team captain for the United Way. Ms. Gauthier is a member of the Association des juristes d'expression française de l'Ontario, the Canadian Bar Association, and the Cochrane Law Association.

W. JAMES GRIFFIS **January 1986 to December 1988**

Jim Griffis, a life-long resident of Thunder Bay, has been involved with education at all levels for many years. Mr. Griffis was the business administrator and secretary-treasurer of the Port Arthur Board of Education for twenty-five years and superintendent of business of the Lakehead Board of Education for five years. His many positions

have included that of school trustee for the Lakehead Board of Education for eleven years; president of the Ontario Association of Housing Authorities; and president of the Ontario Association of Children's Aid Societies.

BEV MARSHMAN **January 1988 to December 1990**

Bev Marshman obtained her doctorate in mathematics from the University of Waterloo and is now an assistant professor in the Department of Applied Mathematics at that university. Dr. Marshman's strongest interest is in teaching and learning innovations. She serves on the university's Technology in Education Committee and the Council on Human Resources, and is also deeply involved in curriculum planning and revision and undergraduate advising. She resides in Kitchener.

PENNY MOSS **January 1986 to December 1988**

Penny Moss received her education at Nottingham University in England and was a lecturer in applied biology in a technical college. Ms. Moss is now an executive assistant with the Federation of Women Teachers' Associations of Ontario. Her well-known community involvement has included terms as school trustee and chair of the Toronto Board of Education and memberships in the Toronto Board of Health, the Learnxs Foundation, the Association of Large School Boards of Ontario, and a number of provincial advisory committees concerned with education. Ms. Moss resides in Toronto.

HARRY B. PICKEN **July 1987 to December 1988**

Harry Picken, P.Eng., a resident of Ridgeway, has had a varied career as an engineer in the field of aviation. Before retiring in 1981, Mr. Picken was president and chief engineer of Genaire Ltd. for thirty years. He received the Professional Engineers of Ontario Medal in 1981 for community service. He is now president and general manager of Frontier Records and Frontier Music. Mr. Picken is also a professional pianist and organist and has recorded two albums. He has served on the Technology Advisory Board and the Board of Governors of Niagara College of Applied Arts and Technology. Mr. Picken is a past chair and member of the Town of Niagara Planning Board and was named Citizen of the Year, 1968, for Niagara Town and Township.

JOHN RANKIN **January 1988 to December 1990**

John Rankin holds a B.Sc. in chemistry and an M.B.A., both from McMaster University. He is currently vice-president, human resources, at Federal Industries Ltd. and chair of the Canadian Centre for Creative Technology (sponsor of the Shad Valley program for gifted teenagers). He has also served on the boards of directors of the Mississauga Hospital, the Youth Science Foundation, and the Personnel Association of Ontario, and as a member of the Management Council for Responsible Employee Relations. Mr. Rankin lives in Milton.

CHRISTOPHER ROACH — **April 1987 to December 1989**

Christopher Roach graduated from Centennial College of Applied Arts and Technology in 1987. He was president of the student council at Centennial and well-known among the college system's student leaders. Mr. Roach is employed by the Bank of Montreal as a computer analyst.

PATRICK SALITURI — **July 1987 to December 1988**

Patrick Salituri holds an associate degree in electronics engineering technology from the Western Ontario Institute of Technology, now St. Clair College of Applied Arts and Technology. Mr. Salituri has been employed in a number of senior management positions with Algoma Steel in Sault Ste. Marie and currently is the superintendent of construction. His activities include participation in the Economic Development Corporation, Sault Ste. Marie, and the Catholic Centre Board of Directors, and he is a past president of the Algoma Steel Club and a past chair and member of the Sault College Board of Governors. Mr. Salituri is a resident of Sault Ste. Marie.

DIANE SCHWARTZ — **April 1987 to December 1989**

Diane Schwartz is currently vice-president, U.S. individual business, for Manufacturers' Life Insurance Company. She holds a bachelor of commerce degree from the University of Toronto. Her career has encompassed the fields of corporate planning, public affairs and marketing, and general management in Canada and the United States. Ms. Schwartz is a past board member of Ryerson Polytechnical Institute, a vice-chair of fund raising for Bowmanville Memorial Hospital, and a board member of the Ontario Special Olympics. She resides in Toronto.

ROBERT SISKIND — **January 1988 to December 1990**

Robert Siskind, of London, Ontario, actively practised law in the areas of municipal and land development for fifteen years. He is now with Decade Development, a company involved in the construction and restoration of new and existing properties. His extensive volunteer positions have included chair of the Board of Governors of the University of Western Ontario, seats on the boards of the United Way, Canadian Heart Foundation, Canada Council, London Jewish Community Council, and Robarts Research Institute, as well as other memberships in various charitable and community organizations.

JO SURICH — **January 1987 to December 1989**

Jo Surich was educated at the Universities of Waterloo and Toronto. After teaching political economy for fourteen years at the University of Waterloo, he left the university for the Ontario Federation of Labour. At the OFL he was charged initially with developing the federation's educational programs and later became research director. He has extensive experience as a speaker and consultant on skills development,

training, and general human-resource questions. Dr. Surich is now president of Brocksway Information Technologies, a software development firm that specializes in human-resource software for microcomputers.

PHILOMEN WRIGHT **January 1988 to December 1990**

Philomen Wright, whose banking career encompasses financial and human-resource management, also has extensive experience in government and education. Ms. Wright's community activities include membership in the following: The North York Black Education Committee, The North York Board of Education Steering Committee on Education, and The Ontario Advisory Council on Multiculturalism and Citizenship. Ms. Wright is fluent in French and Spanish, having graduated with a B.A. in languages from the University of the West Indies. She is a fellow of the Institute of Canadian Bankers and has completed graduate studies in business management at York University. Ms. Wright resides in North York.

III. MISSION STATEMENT

In view of the Council's transition, the many activities in which the Council has been involved over the years, and some new expectations, the Council felt that its first task this year was to develop a new statement of its mission.

This process began with the Council sponsoring a workshop on its future. In considering some likely future roles for itself, it developed a draft mission statement which was tested with all of the stakeholders and/or their representatives in the system.

This was the "new" Council's first activity, and the process for developing the final version of the mission statement had to reflect the beliefs inherent in the statement. For example, the mission statement which follows emphasizes a consultative, collaborative, and open approach to developing policy options for the Minister; it was important that the process reflected those principles. Therefore, developing the mission statement involved presentations around the province by the chair and others, and a large number of submissions were received as a result of extensive mailings to board chairs, presidents, student groups, and the Ontario Public Service Employees Union (OPSEU).

MISSION

Policy Advice to the Minister

The Council's primary role is to provide informed policy advice, for consideration by the Minister of Colleges and Universities, that will promote and encourage the well-being and effectiveness of Ontario's system of colleges of applied arts and technology.

Through vigorous, timely, and well-researched policy, the Council's work will be guided by the following values and beliefs:

COUNCIL'S VALUES AND BELIEFS

- a commitment to students;
- a commitment to those employed in the college system;
- a concern for the needs of those who employ college graduates;
- accountability to the people of Ontario;
- a sensitivity to the future and the social, cultural, economic, and educational contributions and opportunities that can be created by a far-sighted, dynamic, and flexible college system;
- the need for the Council to act as an effective catalyst for meaningful change and innovation in the college system;
- a recognition of the colleges as instruments of public policy;
- a recognition that while committed, co-operative leadership is necessary for the achievement of system goals, individual college initiative, creativity, and innovation must also be respected and fostered.

Recognizing the need for vigorous, long-term planning and continual review and renewal of the mandate of Ontario's colleges, the Council's work will be shaped by:

COUNCIL'S APPROACH TO ITS WORK

- a consultative and accessible approach, working collaboratively with boards of governors, college presidents and the Association of Colleges of Applied Arts and Technology of Ontario, seeking broad input from other representatives of those who work and learn in the colleges;
- the development of a broad strategic understanding of major economic, social, cultural, and educational issues facing Ontario, and of the problems and opportunities they present to the colleges;
- the development and maintenance of effective linkages with the school system and universities of Ontario;

- the evaluation of Ontario educational issues in light of the experience of other jurisdictions in Canada and beyond;

- the re-evaluation of the Council's policy recommendations and its processes as required by changing social and economic circumstances.

In accomplishing its work, the Council will collaborate on a regular basis with the Minister to update annual policy priorities.

Other Statutory Activities

The Council has executive authority to appoint governors to the local boards. As such, it has a responsibility to provide support to the Ministry of Colleges and Universities and the Association of Colleges of Applied Arts and Technology in the area of orientation and development of individual boards.

At this time, the Council still has responsibility for collective bargaining with support staff and faculty (OPSEU) and for making recommendations to the Minister of Colleges and Universities regarding salaries for administrative staff. These responsibilities are pending a review by the Minister as a result of the Gandz Commission.

The Council performs other ad hoc responsibilities as assigned by the Minister of Colleges and Universities.

IV. THE DEVELOPMENT OF A NEW MEMORANDUM OF UNDERSTANDING BETWEEN THE MINISTER AND THE COUNCIL OF REGENTS

In view of the Council's transition in roles -- and in view of the tradition of having a memorandum of understanding between the Minister and the Council -- a new memorandum of understanding was developed during this past year which emphasizes the following key points:

"1. ... the Council shall assist the Minister in the overall planning of program activity in the colleges by assessing and advising the Minister on policy issues affecting the college system; monitoring developments in postsecondary educational institutions in other jurisdictions and advising the Minister on their relevance to Ontario's colleges; generally advising the Minister on long-term strategic directions for the college system; and continually reviewing the mandate of the college system.

2. The Council is an agent of the Crown and is responsible and accountable to the Minister.

3. Either the Council or the Minister may identify policy issues for consideration by Council.

4. In order to facilitate collaboration and co-operation between the Council and the Ministry of Colleges and Universities, and to assist council and ministry staff in the development and prioritization of their workplans and in the avoidance of unnecessary duplication or overlap in activities, the Council shall provide the Minister with a schedule of projects, which shall include those projects referred by the Minister, which the Council plans to address in the ensuing year.

5. Subject to the Freedom of Information Act and the Protection of Individual Privacy Act, 1987, the Council shall have access to all data collected or compiled by the Ministry of Colleges and Universities which are necessary for the Council to carry out its responsibilities. Copies of college annual reports to the Minister and reports on college operational reviews submitted to the Minister shall be distributed to the Council as a matter of course.

6. In order to enable it to carry out its responsibilities as specified both in the legislation and this memorandum, the Council shall be provided with a secretariat with staff and resources. Ministry and council staff will work on joint projects as mutually determined appropriate ...."

V. IN SEARCH OF SOME NEW WAYS OF DOING BUSINESS

Traditionally, the Council has "kept in touch" with the college system by visiting each college approximately every three years. While these visits served a useful purpose in getting members of the Council together with representatives of constituent groups within each college, the Council's new role requires a far more intimate, ongoing, and thorough understanding of the issues facing each college.

With this in mind, the Council developed the concept of the College Liaison Team so that each Council member could become an informed advocate for at least two colleges through one or more visits each year. The members of the liaison teams are:

Algonquin

Charles Pascal, Leader
Jacqueline Fraser
Robert Bélanger

Cambrian

Peter Dawson, Leader
Jim Griffis
Robert Bélanger/Louise Gauthier

Canadore

Jo Surich, Leader
Louise Gauthier

Centennial

Charles Pascal, Leader
Harry Picken

Conestoga

Laura Barr, Leader
Philomen Wright

Confederation

Charles Pascal, Leader
Bev Marshman
Pat Salituri

Durham

Charles Pascal, Leader
Diane Schwartz
Christopher Roach

Fanshawe

Laura Barr, Leader
Bev Marshman

George Brown

Laura Barr, Leader
Peter Dawson
Diane Schwartz

Georgian

Charles Pascal, Leader
Louise Gauthier
Christopher Roach

Humber

Charles Pascal, Leader
Jim Griffis
Philomen Wright

Lambton

Pat Salituri, Leader
Robert Siskind

Loyalist

Charles Pascal, Leader
Jacqueline Fraser
Terry Pitre (Executive Secretary, Council of Regents)

Mohawk

Laura Barr, Leader
Harry Picken

Niagara

Penny Moss, Leader
Peter Dawson

Northern

Penny Moss, Leader
Jim Griffis

St. Clair

Laura Barr, Leader
Harry Picken
Robert Siskind

St. Lawrence/Saint-Laurent

Robert Bélanger, Leader
Peter Dawson

Sault

Laura Barr, Leader
Peter Dawson
Christopher Roach

Seneca

Charles Pascal, Leader
John Rankin

Sheridan

Laura Barr, Leader
Terry Pitre
Jo Surich

Sir Sandford Fleming

Penny Moss, Leader
Terry Pitre
John Rankin

College Liaison Teams have dealt with such items as:

- board appointments
- new college programs and activities and innovative practices
- the colleges' views on the key issues, at both the local and system-wide levels, that should be on the Council's agenda

- feedback from the colleges on the Council's current work.

It is through College Liaison Teams and other methods yet to be devised that the Council hopes to be sensitive to the individual differences of each college and to build a consensus with respect to the policy and planning agenda required for the Council to be an effective and informed advocate for the college system.

Following the development and implementation of the College Liaison Team concept, six team visits took place in the spring of 1988. Most colleges will have at least one visit in the fall of 1988.

VI. COLLECTIVE BARGAINING

The Honourable Lyn McLeod, Minister of Colleges and Universities, released the report of Dr. Jeffrey Gandz, the collective bargaining commissioner, on April 18, 1988. Although the Minister has not responded to Dr. Gandz's report as of the date of publication of this report, Dr. Gandz has agreed with the Council that sometime in the near future, the Council should yield its role as management agent in collective bargaining to a province-wide employers' association. If adopted, this change would result in more local ownership and leadership of, by, and for the local boards on behalf of the system.

Regardless of what the Minister and her government decide with respect to collective bargaining in the college system, the Council did provide leadership for management at the bargaining table in negotiating two contracts -- one with support staff and one with faculty -- during this past year.

Both sets of negotiations involved a new management committee structure that provided for a much greater involvement of college administrators. The agreements reflect improvements for both management and staff that are designed to enhance future relationships at all levels in the college system.

That both agreements were arrived at voluntarily is a credit to all those who participated in the process. The Council is particularly grateful to Bert Curtis, who chaired the Support Staff Negotiating Team for the Council, and to Keith McIntyre, who chaired the Faculty Negotiating Committee, for their outstanding leadership and the effective contributions and commitment of their committee colleagues. The Council is also very grateful for the excellent support and leadership of Ian McArdle and his colleagues in the Staff Relations/Benefits Section of the College Affairs Branch, Ministry of Colleges and Universities.

VII. DEVELOPING A POLICY RESEARCH CAPABILITY

With the Council's new policy-planning function comes the need for a policy research secretariat. Although funding took longer and was less than anticipated, we are pleased to report the hiring of our first manager of policy and research, Dr. Riel Miller.

Dr. Miller's international experience in the early 1980s at the Organization for Economic Co-operation and Development (OECD) in Paris and his doctorate in economics from the New School for Social Research in New York provide the Council with important analytic resources and experience in the realm of comparative public policy. After returning to Ontario in 1984, Dr. Miller honed his skills in communications and leadership while working as a policy adviser at the Ontario legislature and for the Ontario trade union movement, through his work at the Ontario Federation of Labour.

The Council has also hired a chief policy analyst, Dr. Brian Wolfe, who has an M.A. in economics and a Ph.D. in educational planning. Dr. Wolfe joins us after working in the College Affairs Branch of the Ministry of Colleges and Universities for seven years. While with the branch, he participated in several studies concerning the financial health and needs of the college system and served as a resource person in collective bargaining between college teachers and the Council.

Before working in the College Affairs Branch, Dr. Wolfe was involved in various research projects involving education and skills training in Ontario. He also taught economics full-time at Ryerson Polytechnical Institute for two years.

In order to build partnerships with the college system, we have initiated a secondment program and have secured, as our first secondee, Ms. Terry Dance from George Brown College. Ms. Dance obtained her B.A. and M.Ed. degrees from the University of Toronto.

As the former chairperson of the Community Outreach Department at George Brown, Ms. Dance brings both a college and a community perspective to her work. She has designed and evaluated many educational programs for disadvantaged adults and actively promoted a partnership between various communities and the college system.

As a member of George Brown's College Council and co-chair of the Chairpersons' Committee, Ms. Dance is also familiar with many of the system-wide issues confronting colleges today. She has researched and developed policy on such issues as multiculturalism, remedial education, and the effect of federal training initiatives on colleges.

In addition, we were fortunate to recruit Ms. Mora Thompson as secretary to the chair of the Council. Ms. Thompson earned her bachelor of arts degree from the University of British Columbia.

Ms. Thompson comes to us with experience in administration, communications, and research, primarily in the public sector. At the provincial level, she has worked for the Ministry of Community and Social Services. At the federal level, she was a

constituency assistant and office administrator for a cabinet minister. Prior to that, Ms. Thompson worked as a researcher for a member of parliament and as a legal secretary.

We hope to hire another policy analyst in the next fiscal year and to expand our secondment program, our use of consultants, and opportunities for interns and research assistantships from the Higher Education Group at the Ontario Institute for Studies in Education.

An increase in staff necessitated a move into new quarters at 790 Bay Street, Toronto in August 1988.

VIII. OTHER ISSUES AND ACTIVITIES

1. Election Procedures for Internal Governors

As a response to the Pitman report, the government amended Regulation 640 of the Ministry of Colleges and Universities Act, which as a result allows internal college constituent groups -- students, faculty, support staff, and administration -- to opt for non-voting representation on the board of governors. Regulation 640 now states that the election of internal governors is to be done in concert with election procedures approved by the Council of Regents.

The Council established a Sub-Committee on Election Procedures and worked collaboratively with the twenty-two college boards to develop twenty-two sets of election procedures that met both the particular needs of each college and the requirements of the new regulation. As a result, twenty-one of the twenty-two colleges have had elections. Accordingly, duly-elected internal governors -- one per constituent group -- now sit on the boards of our colleges.

2. The Establishment of a Committee to Review the Voting Status of Internal Governors

In April 1988, the Honourable Lyn McLeod asked the Council to establish a committee to review the voting status of internal governors. The committee has been established, the request to individual boards and other constituent leaders to provide input has been made, and it is hoped that the committee, through the Council, can provide its advice to the Minister during the period of the next annual report.

3. The Board Appointment Process

The Assistant Deputy Minister, Dr. Ralph Benson, and the chair of the Council co-chaired a committee that reviewed the Board appointment process and the membership requirements at the local board level. The overall results of its investigation will encourage local Boards to ensure that the nominations they submit to the Council reflect the demographic characteristics of their community and the major strategic issues facing each college.

The municipal positions, nominations for which have traditionally been provided by the municipalities and counties to the Council, will no longer be required. However, it is important to emphasize that college boards will be expected to consult effectively and actively with a wide variety of constituent groups in their community, including representatives of the municipalities and counties, as they develop nominations for the Council to consider.

The overall thrust of the committee's recommendations, as adopted by the Minister, is to provide greater flexibility as boards, in their membership, try to balance issues such as gender equity and the linguistic, cultural, social, and economic needs of the colleges.

The other major change with respect to the board appointment process is one of communications between the Council and local boards. As part of the College Liaison Team concept described in section IV of this report, each team will be informed of the college's major issues and the types of individuals that the local board wishes to have the Council appoint when vacancies arise. Meetings between the College Liaison Team and the local board nominating committee and/or executive and/or full board from time to time will increase communications and result in a more effective and thorough process.

4. Guidelines for Presidential Selection

In view of the many recent and anticipated presidential retirements and the important role that presidents will be required to perform during the next period of the college system's history, it was felt that there was a need to provide guidelines for presidential searches. Therefore, a joint committee co-chaired by the chair of the Council and the Assistant Deputy Minister of Colleges and Universities produced a set of guidelines to assist local boards.

It should also be noted that the new Regulation 640 gives the Minister the authority to review search procedures for each presidential selection process:

"6. (2b) Before making a determination with respect to the process used to appoint, review or remove a college president, the Minister shall consider at least the scope of the presidential search, the selection criteria used by the board, the membership of the college search committee and the performance appraisal methods used by the board."

5. Other Issues and Projects

i) Guidelines for Governors

The Ministry and the Council also published the latest, expanded version of Guidelines for Governors, a complete guidebook for both new and experienced governors. Ministry of Colleges and Universities staff provided most of the assistance required to produce this revised version.

ii) Liaison with Other Jurisdictions

In order for the Council to perform its planning function, it is important for it to establish relationships with other jurisdictions, both in education and in other areas.

As a result, the Council has initiated some new and informal liaison activities. For example:

- Dr. Paul Fox, the chair of the Ontario Council on University Affairs (OCUA), was invited to one of the Council of Regents' planning retreats. This was the first time a representative of the OCUA and the Council of Regents have talked about postsecondary education generally. In July 1988, the chair of the Council of Regents was invited to make a presentation to a full meeting of the OCUA to reciprocate.

- The chair of the Council, Dr. Charles Pascal, and Council members Ms. Penny Moss and Dr. Jo Surich participated in the National Forum on Postsecondary Education in October 1987 in Saskatoon. Dr. Pascal was on the Steering Committee.

- Dr. Pascal was part of the delegation from the Ministries of Colleges and Universities, Education, and Skills Development to West Germany to study the apprenticeship system in that country.

- Dr. Pascal is working with the Council of Ontario Universities to plan a tour of college and university presidents to Sweden that will be led by Deputy Minister of Colleges and Universities, Thomas Brzustowski.

- Dr. Pascal maintains an active liaison schedule with deputy ministers. In addition to meeting with the Deputy Minister of Colleges and Universities, the chair liaises with the deputy ministers of the following ministries: Education; Skills Development; Community and Social Services; Intergovernmental Affairs; and Industry, Trade and Technology; as well as the Human Resources Secretariat, in order to be sensitive to the major issues affecting other areas of government that might affect the college system's future.

- Dr. Pascal was the educator-in-residence at the Pacific Management Development Institute in British Columbia.

- Ms. Penny Moss and Dr. Pascal were two of the major presenters at the Institute on Women and Work sponsored by the City of Toronto in November 1987.

- Dr. Pascal participated in the annual conference of the Association of Canadian Community Colleges in Saint John, New Brunswick, in June 1988.

iii) Administrative Salaries

Traditionally, members of the administrative group in the colleges have not perceived the Council's process of determining its annual recommendation to the Minister for administrative salaries to involve representative views and input from the "rank-and-file" administration. As a result, this past year, the Council established an Ad Hoc Committee on Administrative Salaries to develop recommendations for the Council.

This action reflects the Council's interest in improving communications and in determining policy in a collaborative fashion.

During the past year, this committee, the Committee of Presidents, and Hay and Associates provided input to the Council. The Council continues to evaluate ways of developing a permanent structure that will be representative, collaborative, and sensitive to some of the options implied by the Gandz report.

IX. COLLEGE VISITS

The College Liaison Teams have visited six colleges since the establishment of the teams in the spring of 1988.

Dr. Charles Pascal and the Council of Regents staff also maintain an independent visitation program to keep abreast of issues and activities in the colleges. As part of this program, the chair of the Council visited twenty colleges during the past year at least once, and many more than once. In addition, he was involved in approximately fifty speaking engagements and workshops.

X. COUNCIL MEETINGS

Date	Location
September 16 to 18, 1987	St. Clair College, Windsor
October 21 to 23, 1987	Sault College, Sault Ste. Marie
November 12 and 13, 1987	Centennial College, Scarborough
December 9 to 11, 1987	Sheridan College, Oakville
January 20 to 22, 1988	Retreat at Eaton Hall, Seneca College, King Campus
February 10 to 12, 1988	Royal York Hotel, Toronto (in conjunction with the annual conference of the Association of Colleges of Applied Arts and Technology of Ontario)
March 9 and 10, 1988	Pillar & Post Inn, Niagara-on-the-Lake
May 18 and 19, 1988	Bristol Place Hotel, Toronto
June 15 to 17, 1988	Pinestone Inn, Haliburton

XI. ENVISIONING THE YEAR 2000:

Reviewing and Renewing the College System's Mandate

In a letter to the chair of the Council dated December 8, 1987, the Honourable Lyn McLeod, Minister of Colleges and Universities, requested that the Council develop "a vision of the college system in the year 2000" in recognition of the challenges facing Ontario's educational system and the colleges of applied arts and technology in particular. The Minister stated:

> "As Ontario's system of colleges of applied arts and technology enters its third decade, it faces the challenge of meeting changing needs in a changing environment. Decisions made now regarding college programs and services will significantly impact the future direction of the system and its ability to meet these changing needs...."

The Council welcomes this opportunity to assist the Minister in determining what role the college system can play in responding to the challenges facing Ontario.

The Council firmly believes that the college system must play a vital role in any comprehensive strategy aimed at equipping Ontarians for the future. Changes in the way we work and in the way we live mean new educational needs and responsibilities. Now is the time to re-examine the relationships between the colleges, schools, and universities. There will be no better time to determine the role of the college system in the social and economic transformation taking place all around us.

Vision 2000 aims to define a clear and coherent role for the college system in the next century. This vision for the future depends upon the creativity and insight that can only be provided by educators and citizens working together in a participatory process. Through a highly consultative and inclusive process, Vision 2000 is meant to provide a comprehensive, analytical, and future-directed response to the question: "What should the college system look like in the year 2000, and how do we get there from here?"

Much of the answer to this question will be found in the actual process of inquiry. Vision 2000 can only hope to realize its objectives if the colleges and their many communities create the answers as part of this process of discussion and involvement. In this sense, the process will be part of the product.

In keeping with the Council's new mission statement, then, the purpose of Vision 2000 is to assist the Minister in reviewing and renewing the college system mandate through a visible, collaborative, and broadly integrated policy process.

Council has appointed a thirty-six-person Steering Committee to oversee several study teams that will analyze and debate the wide range of issues of concern to the college system.

Although the final report will not be available until the end of 1989, progress reports and draft policy papers will be developed and released by several study teams

throughout the process. It is expected that the process will be officially launched in the fall of 1988.

XII. CONCLUSION

While this past year has been one of transition, the demands and expectations of Vision 2000 will do much to focus the resources and the attention of the Council and to concretize, in a very demonstrable fashion, its new role. We await the Minister's decision concerning collective bargaining and will, of course, respect and support her conclusions.